

MINUTES – South Children Leeds Leadership Team

Meeting held 26th January 2011 (The Belle Isle Centre)

Present:

Bernadette Young
Anne-Marie Holdsworth
Louise Megson
Chris Lees
Lynda Johnson
Ian Melia
Shaid Mahmood
Keith Lander
Barbara Temple
Satbinder Soor
Dennis Fisher
Jackson Turner
Cathy Gurney
Mary Owen
Lesley Schofield
Doreen Escolme
Dave Bache
Louise Snowden
Munaf Patel
Cllr Bob Gettings

(CHAIR) Head Teacher – Royds Specialist Language College
Cluster Chair – **Middleton**
Cluster Chair – **J.E.S.S**
Head Teacher and Cluster Chair – **Upper Beeston and Cottingley**
Head Teacher and Cluster Chair – **Morley**
Assistant Head Teacher
Locality Pathfinder – South East Area Management
Deputy Area Manager SSE
Extended Services Adviser – South
Youth Service Senior Youth Officer
Governors Representative - South
VCFS – St Lukes Cares
Integrated Services Leader
Confederation Manager - South
Youth Offending Service
NHS Leeds
Project Director – South AIP
Integrated Services Leader
Signpost – Project Coordinator
Children's Champion – Outer South Area Committee

In Attendance:

Nigel Richardson
Jane Maxwell
William Newham

Director of Children's Services
Children's Services – Locality Enabler
Children's Services – Support

Apologies:

Jim Reid
Maria Townsend
Everton Wattley
Josh MacDonald
Christine Street
Karen Stanford
Beverley Carter
Tom O'Donovan
Sue Morgan
Pauline Ward
Chris Halsall
Simon Costigan
Cllr Angella Gabriel
Jeanette Scott
Louise Drury
Deborah Kenny
Rosaline Morley
Johnathan White

Head Teacher & Cluster Chair – **Ardsley and Tingley**
Head Teacher & Cluster Chair – **Rothwell**
Community Sports Officer – South
South Leeds Youth Hub
Job Centre Plus
Integrated Services Leader
NHS - CAMHS
Area Management Officer – South East
Education Leeds – Integrated Children's Services
Head Teacher
Education Leeds – School Improvement
Aire Valley Homes Leeds – Housing
Children's Champion – Inner South Area Committee
CYPSC – Service Delivery Manager
VCFS – South Leeds Health For All
Education Leeds (SIA/SIP)
Integrated Processes Coordinator – South
Head Teacher

1 Welcome apologies and introductions.

- 1.1 Bernadette Young welcomed colleagues to the meeting. Round the table introductions were made and apologies delivered.

2 Minutes and matters arising.

- 3.1 The minutes were agreed as an accurate record of the meeting. Minor amendments were made to the attendance.
- 3.2 Dave Bache commented that more primary representation is needed on the leadership team. Bernadette Young commented that with the 5-3 are move the membership of the potential 3 new leadership teams will need to be refreshed.

3 Area Inclusion Partnership – KS3/KS4 Pilot

- 3.1 Anne-Marie Holdsworth delivered an update on the KS3/KS4 Pilot. Key points made and comments arising from discussion were as follows:
- Anne-Marie commented that a partnership event was held on 7th December. 6 secondary schools in the south given the go-ahead for Anne-Marie to run KS3/4 provision.
 - Provision will be a balance between short and longer term stays working to achieve greater success in getting CYP back into mainstream provision and provide a real opportunity to do something different to improve attendance, reduce NEET, improve behaviour and reduce permanent exclusions towards 0%.
 - We want to keep in the south to start off with to make sure we get it right. There is a lot of work to be done around funding and staffing arrangements. It is the right thing to do as there has been a gap in the provision in the south for this cohort of young people.
 - Dave Bache added that in future the aim is to extend to satellite sites in Rothwell and Morley, but is important that we get it right in Middleton in the first instance. How services will work with the Academy is also another point to be taken into consideration.

4 Introduction / Q&A – Nigel Richardson

- 4.1 Nigel Richardson introduced himself as the new Director of Children's Services and delivered a presentation entitled 'Transforming life chances – How Serious Are We?'. (Full presentation and link to Child Friendly Cities website circulated with minutes) The presentation (in summary) and key points raised were as follows:
- Nigel firstly highlighted a key question to keep in mind '*What's it like to be a child or young person growing up in Leeds*'. He then went on to highlight the difficulties faced by families, family risk factors and the changing nature of families themselves. He continued to highlight the resulting key risks for young people as well as protective factors that can be used to counter these risks.
 - Nigel outlined his three key themes / agreed behaviours and values to

stick to when working with children and families.

- Do the simple things better
- The child is the client
- Safeguard and promote
- Nigel briefly outlined that the overarching vision for Leeds that the city has adopted and which is receiving a lot of support and sign up is for Leeds to become a truly Child Friendly City (The UNICEF model). Leeds to have 5 key outcomes for CYP, very similar to the original 5 ECM outcomes. These will be underpinned by 11 key priorities of which 3 have been selected as Major Curves to Turn.
 - Looked After Children
 - Attendance
 - NEET

Nigel commented that if we 'obsess' on these three first then we will have an impact on a number of other priorities. Nigel added that along with the agreed behaviours and values already outlined the idea of Leeds becoming a child friendly city can also be used to mobilise the city in terms of a disproportionate investment in CYP now with Leeds businesses signed up and contributing.

- Under the slide entitled 'Glue' he went on to identify a number of key ways of working such as the introduction of Outcomes Based Accountability, restorative practices, top 100 methodology etc.. 120 leaders have already completed OBA 'turning the curve' workshops and we will be looking to roll out to the rest of the city. The aim will be for the city and local areas to be provided with a simple set of scorecards assessing impact against key priorities. Nigel acknowledged that the CAF is not loved across the city commenting that it needs to be simplified to allow it to be used for what it was originally set up for.
- Nigel linked this back to the idea of 'Today in Leeds' how many CYP are LAC, not attending school, NEET etc. We need to have up to date information at a city wide and local level. Nigel described the top 100 methodology as for example 'who are the top 100 CYP not attending school in this area?' If we tackle these top 100 first and then the next 100 and then the next 100 etc then we will begin to see a real difference. This is also where a simple set of scorecards that map down to local areas will be important to show where programmes are working well and where we are not having enough impact.
- Nigel then continued to comment that key to delivery will be to create an integrated children's service with a flexible, locality based delivery model. This will include a new leadership model in Children's Services and a change in our approach to some services, to change delivery.
- Finally Nigel commented that managing the change there is a temporary change capacity including seconded head teachers, a Children's Centre manager, VCFS partners, service partners and support staff. Nigel added that key to implementing the change particularly around improved local arrangements will be the local leadership teams and cluster partnerships.

For further detail please see presentation circulated with minutes.

5 Refreshed redesign proposals and next steps for local leadership teams.

5.1 Jane Maxwell led the leadership team through an update on the latest service redesign proposals, In summary:

- **Local Targeted Services:** The concept of a 'well being team' has been adapted to local leadership and management of targeted services as it was felt well being teams could become another silo which within a short period would become 'full'. In terms of leadership and management arrangements within clusters the Local Authority is happy to negotiate with clusters around how leadership capacity is deployed locally. There will need to be a bottom line agreed in terms of expectations to provide a level of consistency across the city but the leadership of local capacity around targeted services could be employed by the LA or the cluster dependant on the needs of the area.
- **Child Protection Teams:** Proposals for child protection teams remain unchanged. Local teams based around clusters (or combined clusters). 22 teams across the city (ENE – 7, SSE – 7, WNW – 8) comprising a Team Manager, 7 Social Workers, Advanced Practitioner, Social Work Assistant). Some of the larger cluster may need more than 1 team. Team manager to be key point of contact for social care within the cluster and will work closely with the Targeted Services Leader.
- **LAC social work teams:** New arrangements for social care teams will provide a clearer focus on LAC with 2 LAC social work teams per area (ENE/ SSE / WNW). Also 3 area based services focused on improving outcomes for children with **complex needs**.
- **Respective role of the Local Authority and Universal Services:** The role of the Local Authority will be changing significantly. The council will be a much smaller organisation with a focus on leading and developing support for deprived and vulnerable children and reducing the need for specialist services (Tier 3/4). The expectation will be that increasingly responsibility for building the capacity to deliver preventative and extended services to meet additional need will sit with universal services (Tier 1/2) '**Universal Plus**'.
- **Geography (boundaries / 5-3):** The council has made the decision to move to 3 administrative boundaries.
- **Clusters:** Given the LA's strong support and move towards locality working, cluster partnerships will need to be robust in terms of leadership, accountability and governance. There needs to be a clear understanding of the minimum expectations of all clusters across the city.
- **AIP / Behaviour:** Schools and local collaborations of schools will continue to develop provision for children with behavioural difficulties with the Council as a provider of last resort. AIPs will not necessarily go to 3 area partnerships if current arrangements are operating effectively.
- **Timescales** the aim is for everything to be in place by September 2011 driven by the temporary change capacity 'Implementation Team' working to the DCS including head teacher secondments and other partners.

5.2 Following Jane's update key comments / points raised by the Leadership team were as follows:

- Lynda Johnson commented that most cluster chairs are head teachers and if clusters are to become even more important the capacity of cluster leaders / schools to cope with cluster work needs to be taken into account adding that in many cases without the cluster coordinator / manager the clusters would not function or exist at all. There are also a number of cross border issues in the south which currently complicate matters.
- Shaid Mahmood commented that we need to work more closely with bordering authorities. For example we have to hold Kirklees to account around their responsibilities if many of their CYP are attending schools in Leeds.
- Barbara Temple commented that a leadership role working within a cluster or double cluster will be essential adding that there are some tensions around understanding how cluster managers will work with the proposed Targeted Services Leader. Barbara added that decisions need to be made quickly to tie in with other procurement processes, and really could do with more clarity ideally before the end of February.
- Dave Bache added that there is an issue with mobility, our most vulnerable CYP are often moving all around the city.
- Barbara Temple commented that although Leeds will receive £5.2M of Extended Services cluster funding we cannot be sure that we will receive that figure in further years. We need to make sure that we are not putting in arrangements that are not sustainable in the longer term.
- Shaid Mahmood commented that the offer that is proposed to Schools Forum is critical even if it is only for 1 year.
- Barbara Temple added that at a future meeting it may be useful to look at what is being suggested by each cluster in response to the new proposals and the cluster chairs meetings in December.
- A number of members of the leadership team queries what the Local Authority Partner will be. Jane Maxwell commented that the idea is that an existing senior leader from within Children's Services (Tier 3/4) will be aligned to each cluster / double cluster to provide a much closer link to the central Children's Services Leadership Team, building capacity and making things happen quicker.
- Dave Bache added as a complication that trusts are being formed across clusters at the moment and also raised the question of whether the intention is to go to 3 Area Inclusion partnerships?
- In response to Dave's point and to a number of 5 to 3 area queries Jane Maxwell commented that on an interim basis some meetings will still take place over 5 areas while other may move to 3. The Children Leeds Leadership Teams will need to remain over 5 for at least the next 1 or 2 meetings while the new arrangements are further developed and implemented. It is most likely that the AIPs will need to remain over 5 for 11/12
- Bernadette Young commented that we need to we may work across other areas that we haven't worked with before. In the interim there is likely to be a fair amount of duplication / repetition.

6 Updates:

6.1 Area Leaders

- Shaid Mahmood commented that at the 15th December Executive board members endorsed the proposal arising from the SE Locality Working Pathfinder to implement a new locality leadership model, consisting of three Area Leader roles to lead the integrated locality working agenda in the three council wedge areas (SSE, WNW, ENE)
- Shaid then updated that the three new Area Leader posts to replace previous Area Manager and Locality Enabler roles have been recruited to and that he has been appointed to cover SSE, Rory Barke ENE and Jane Maxwell WNW.

6.2 Inspections Update:

- Jane Maxwell updated that Ofsted have begun their inspections of **Children's Centres** in Leeds. Seacroft CC was graded as outstanding in all areas while the other completed inspections have all reported back as good or satisfactory. CYPSC's **Adoption Service** was recently inspected and achieved good overall with aspects outstanding. The results from the inspection of Leeds **Youth Offending Service** have been published. Leeds scored well above the national average in all three areas inspected by HM Inspectorate of Probation – safeguarding, risk of harm to others, and reducing the likelihood of re-offending. Jane added in relation to the YOS inspection that these are one of, if not the top results in the country. It was agreed that the inspection report would be circulated with the minutes. In addition Leeds had its unannounced inspection of safeguarding, contact, referral and assessment and the results will be published on the 16th February.

6.3 Area Committee – Children's Services Performance Report:

- Shaid Mahmood commented that the latest children's services performance report will be going to the current round of area committees and was circulated for information with the agenda and papers for this meeting.

7 Date and time of next meeting / future confirmed meeting dates.

- 7.1 Date and time of next meeting to be confirmed.